

Summer Interns

Director of Central Intelligence
Meeting with Summer Interns

14 July 1977

Agenda

- TOPIC I Relationship Between CIA and the
Academic Community (20 minutes)
- TOPIC II Agency Problems (15 minutes)
- TOPIC III Intern Program Suggestions (15 minutes)
- ADDENDUM (10 minutes)

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I. Relationship Between CIA and the Academic Community

Question: How can CIA improve its rapport with academic institutions and university students and faculty?

A. Participation of CIA analysts in conferences, symposia, colloquia and seminars

--The Agency should approach each institution and various departments according to their responsibilities to the intelligence community

Example: a political science department might be more receptive to CIA participation than a social science specialist

--for some schools, conferences would not provide the proper forum for an exchange of ideas and research papers.

--for others, seminars would be an effective means of interchange between CIA analysts and members of the academic community.

--both graduate and undergraduate levels should be included.

--as an alternative to ending a career, retiring analysts might be encouraged to return to the lecture circuit and teach where possible.

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B. Improving Student Public Relations

- University-wide lectures by the Director of Central Intelligence and the Deputy Director of Central Intelligence

SUGGESTED TOPICS

- "The Role of the CIA in World Politics"
- "The Impact of Intelligence on the U.S. Government"
- "Congressional Oversight and the CIA"
- "The Future of Intelligence"

- Open Recruitment Program

- Send more representatives to more university placement offices
- Direct all communication (letters and flyers) through university placement offices

C. Publications

- Where possible, identify the CIA as the source of material

Examples: Agricultural Forecasts

Maps and Atlases

- Analysts should be encouraged to present papers and publish. Where possible, they should identify their affiliation with the CIA.

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II. Agency Problems

Statement: These are areas in which we have perceived some problems.

A. Career Planning Deserves Greater Attention

- Advanced Management training program for analysts before they are appointed to Branch Chief
- Career Training Program
- Each Directorate should receive equal representation and emphasis
- More management orientation within the interim assignments.

B. The intern program is an excellent example of how equal employment opportunities are achieved in the Agency at a professional level. We recommend that this practice be furthered throughout the Agency.

C. Attitudes concerning the DCI

- Lack of rapport with Agency employees
- Anxiety over reorganization

D. Editorial Problems and Need for Objectivity

- Conformity and guidelines for editorial processes
- Maintenance of analytical objectivity and high professionalism

E. Senior Analyst position should be available in all production offices to give incentives for challenge and advancement.

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- F. Reverse evaluations could be a worthwhile management tool
- Closed loop among analysts, branch chiefs and division chiefs.
 - The comments should be made by the employee of his or her superior on an annual basis.
 - Should be anonymous
 - Reverse evaluations should be used as an evaluative tool by the Branch Chief to gauge performance
 - This is only a tertiary source for Division Chief evaluation of Branch Chiefs, not the instrument for promotion
- G. Equipment
- Many of the offices do not have the tools of their trade (i.e. law books and remote computer terminals).
 - The state of the art and information management of the Agency could be more effective; there is a need for modernization.

III Intern Program Suggestions

- A. Elimination of reimbursement for transportation costs will seriously damage the geographic and economic distribution of the program.
- B. The Intern Office should provide a statement of the goals and aims of the Intern Program to Division and Branch Chiefs before the latter accept interns.

C. Branch Chiefs should be responsible for providing a job description to the intern office to ensure a productive summer.

--Communication between Branch Chiefs, Administrative Offices and the Summer Intern Office should be coordinated. Each office must be aware of decisions made in either of the other two.

IV. Addendum

A. We support the efforts of the CIA to improve public relations via TV specials, articles and agency tours.

B. These efforts will compliment activities in the academic community.

--There is one dissenting opinion that the tours will interfere with Agency production and effectiveness.

C. An improved system of intra-office memos
"Director's Notes"/Vacancy Notices/Employee Bulletins

D. Despite the efforts of the Intern Office there are still several problems with the program

--Some interns did not receive pay up to five weeks.

Because the interns have just finished an academic year, their funds are particularly low. A timely payment would facilitate all living arrangements.

--Student Health Insurance is issued through universities for the duration of the academic year, not covering the summer. Since we are under a six-month contract

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we are not eligible for the Agency's program. We recommend the reintroduction of an Intern Health Insurance policy to accompany six-month contracts.

-- An alternative is expanded medical services for basic medical needs.

- E. When interns leave the Agency and return to the academic community, they will continue work in the research field. Due to the "out processing" policy, it is unclear as to the procedure an ex-intern should follow when pursuing his or her interest.

--It is suggested that the interns receive a special briefing to ease this transition.

- F. There have been cases where interns have been rejected solely on the basis of cohabitation. As an alternative, the security office required marriage or termination of the relationship.

--Since the Agency demonstrated its willingness to adjust to current social values regarding marijuana, we recommend broadening the Agency's policy on this matter.

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